

Employee Benefits Programs Committee

ND Human Resource
Management Services
February 22, 2006

HRMS:

- | **Overview of the Class Evaluation System**
- | **Updated Information on the 10-state salary survey (& Job Service In-State data)**
- | **Issues relating to recruiting & retaining employees including turnover information**

ND Class Evaluation System

- | **Quantified Factors for 'valuing' jobs in the classification system**
 - Knowledge & Skills Required
 - Complexity of the Job
 - Accountability of the Position
 - Working Condition Hazards

Knowledge & Skills

TECHNICAL KNOWLEDGE

LEVEL 1: Knowledge of the processes, procedures, and methods needed to perform duties involving routine or repetitive occurrences requiring KSA's generally acquired and developed through OJT with little or no previous experience. (TK1)
LEVEL 2: Knowledge of the processes, procedures, and methods needed to perform duties involving some routine or repetitive occurrences requiring KSA's generally acquired and developed through some formal education, training, and/or relevant work experience. (TK2)
LEVEL 3: Knowledge of the processes, procedures, and methods needed to perform duties requiring some specialized KSA's generally acquired and developed through formal education, training, and/or relevant experience in duties very similar in type and complexity. (TK3)

MANAGERIAL BREADTH

DEGREE A: Management does not exist or is limited in scope. (MBA 1 or 2)
DEGREE B: Management of persons involved in activities of the same or a similar nature seeking fulfillment of a single objective; or provides specialized consultative services to managers. (MBB 2 or 1)
DEGREE C: Management of persons involved in activities of diversified functions seeking fulfillment of a single or closely related objective(s). (MBC)

INTERPERSONAL SKILLS

DEGREE 1: COMMON COURTESY - No need to influence others in carrying out assignments. (IP1)
DEGREE 2: MODERATE DEGREE - Involves interplay where common courtesy and effectiveness in dealing with people is not sufficient to satisfactorily perform the job. (IP2)
DEGREE 3: HIGH DEGREE - Ability to motivate, persuade, or convince others and/or change own behavior. (IP3)

		MANAGERIAL BREADTH					
		A			B		
INTERPERSONAL SKILLS		1	2	3	1	2	3
T E C H N I C A L	LEVEL 1	25	29	33	33	38	43
		29	33	38	38	43	50
		33	38	43	43	50	57
	LEVEL 2	33	38	43	43	50	57
		38	43	50	50	57	66
		43	50	57	57	66	76
	LEVEL 3	43	50	57	57	66	76
		50	57	66	66	76	87
		57	66	76	76	87	101
	LEVEL 4	57	66	76	76	87	101
		66	76	87	87	101	116
		76	87	101	101	116	133

Complexity

- | Guidelines
- | Mental Challenge

Working Cond'n/ Hazards

- | Frequency
- | Severity

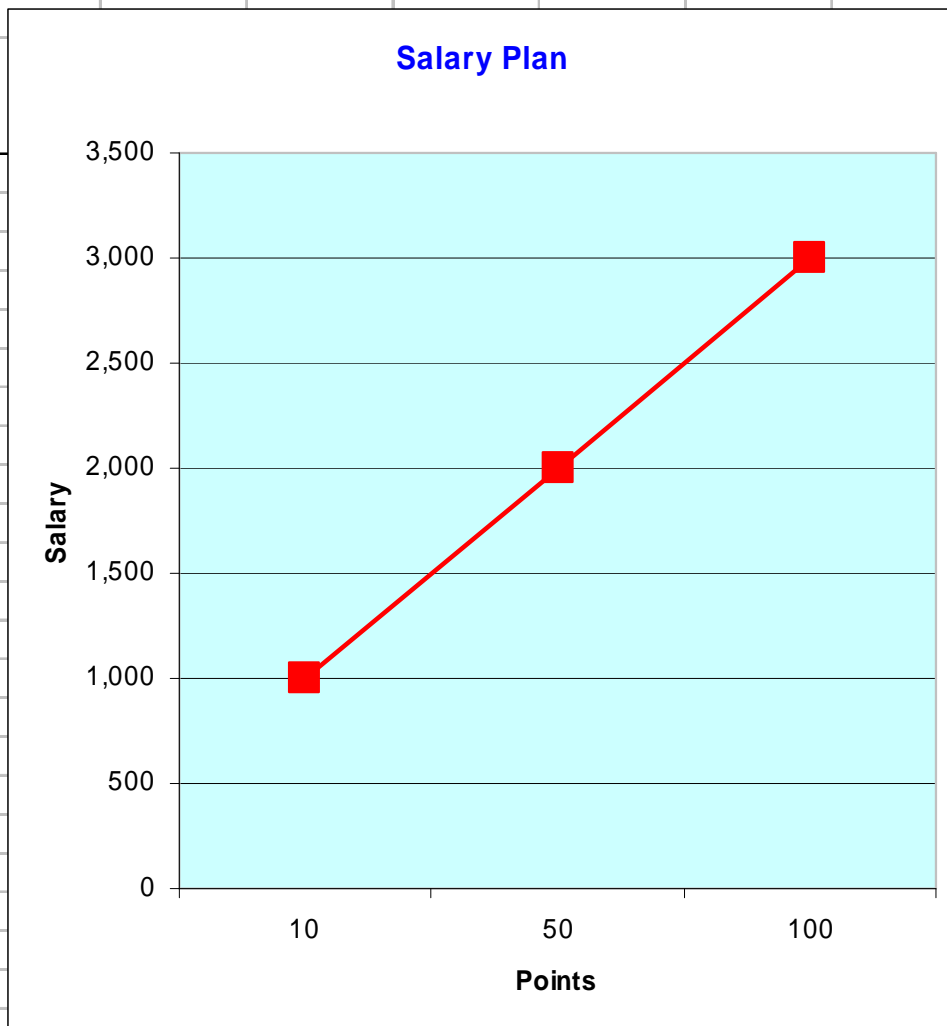
Accountability

- | Independence of Action
- | Control of Budget Dollars
- | Effect on Decisions

The NDCES provides a structured and consistent method to evaluate jobs.

Salary Survey Benchmark Jobs

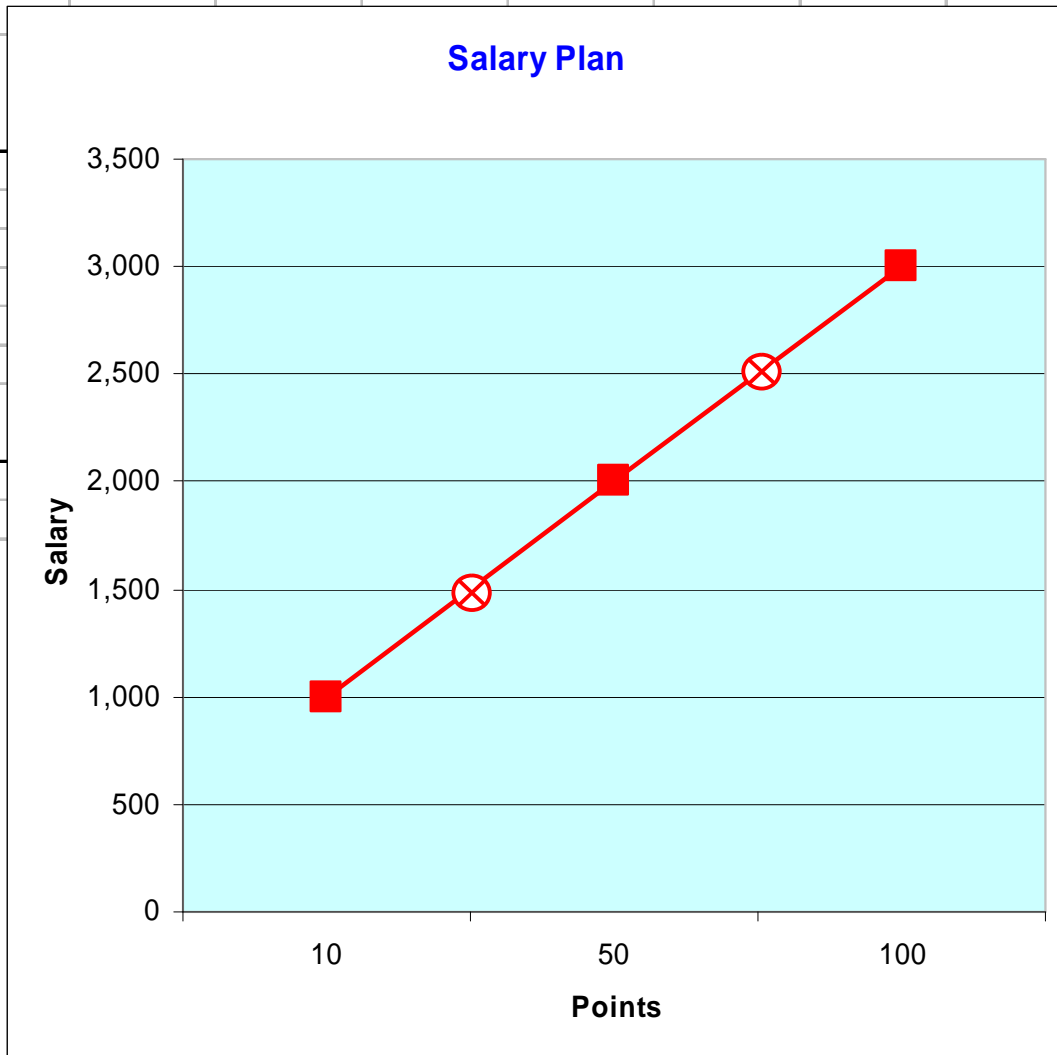
Sample Point Factor Salary Range Pay Plan

[illegible]

Pricing non-Survey Jobs

Sample Point Factor Salary Range Pay Plan

Survey Job Classes	Points	Survey Market Salary
Clerk	10	1,000
Technician	50	2,000
Manager	100	3,000
Other Job Classes	Points	
Supervisor	30	1500
Professional	75	2500

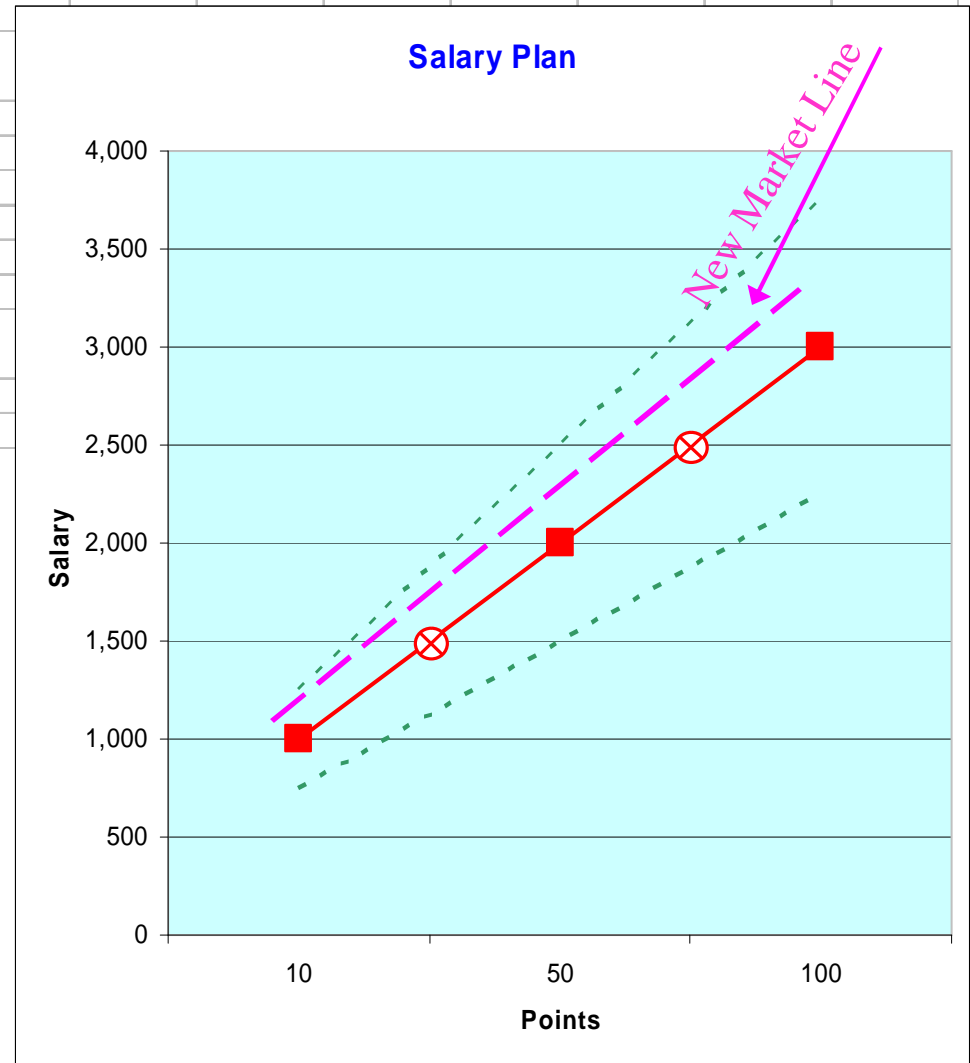


Measuring to Market

Sample Point Factor Salary Range Pay Plan

Survey Job Classes	Points	Mdpt	Min	Max
Clerk	10	1,000	750	1,250
Technician	50	2,000	1,500	2,500
Manager	100	3,000	2,250	3,750
Other Job Classes	Points	Mdpt	Min	Max
Supervisor	30	1500	1,125	1,875
Professional	75	2500	1,875	3,125

1. Survey Sample Jobs
2. Determine Market Avgs
3. Compare Actual Avg Pay to Midpoints & Market Avgs



Compensation Philosophy

- | **Position Competitively With Market**
 - Mature, steady business may allow pay to lag the Market
 - Aggressive Hi-Tech employer may want to lead the Market
- | **Prior to the 2003-04 biennium, ND updated biennially to 95% of the previous year Market**

Market Comparison

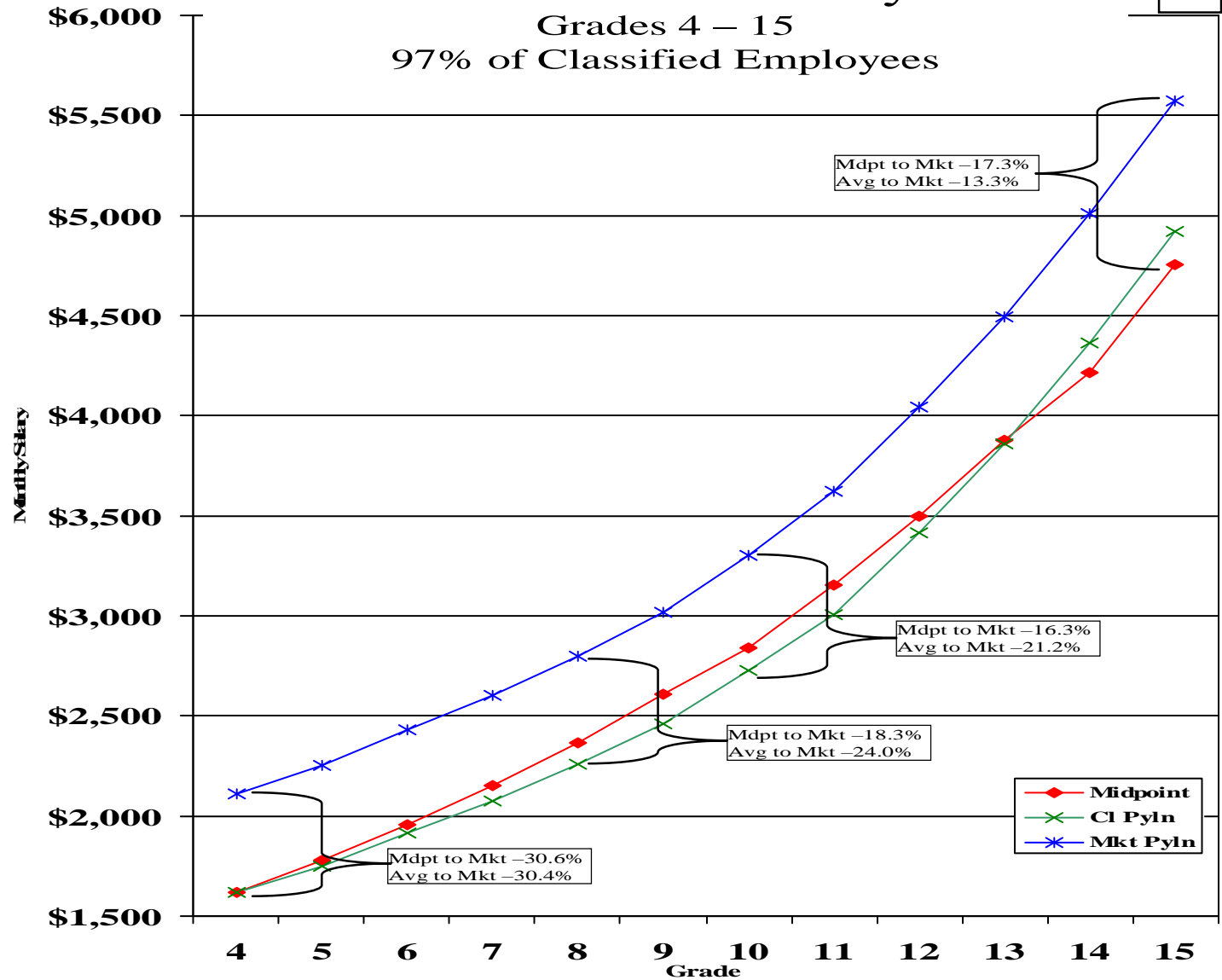
- | **JSND Labor Market Information**
 - Salary information from ND Employers as of April 2005
 - Grades 1-10
- | **CSCA 10-State Market Sample**
 - CO, IA, KS, MN, MO, MT, NE, OK, SD, WY as of July 2005
 - Grades 11-20

Classified & Market Paylines

Grades 4 – 15

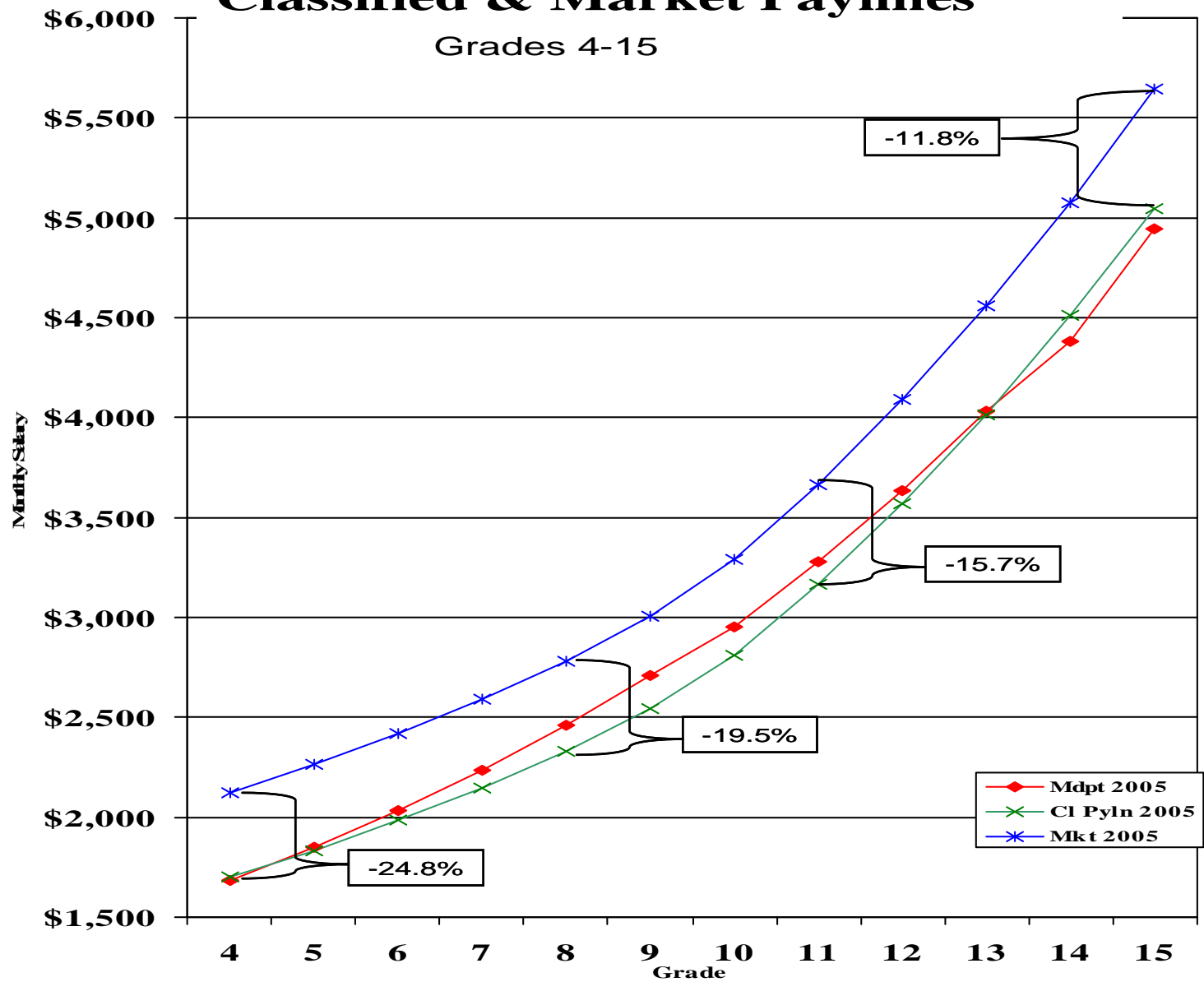
97% of Classified Employees

2



Classified & Market Paylines

Grades 4-15



Turnover Update

Turnover Rate Summaries

	Rate	# Sep'ns	Avg # E'ees
2001	9.0%	571	6,333
2002	7.7%	509	6,587
3/2003 - 2/2004	8.4% *	535	6,333
2004	7.5% *	480	6,408
2005	9.2% *	593	6,434
*Excludes Inter-Agency Transfers			

Percent of Total Turnover By Reason

Reason	2001	2002	2003	2004	2005
Involuntary	10.5%	9.4%	12.1%	9.8%	11.6%
Retirement	14.4%	17.5%	22.2%	19.8%	19.9%
Other Employment/Personal	66.9%	66.4%	44.7%	63.3%	64.1%
Health or No Reason	8.2%	6.7%	20.9%	7.1%	4.4%

Turnover Update

Turnover Rate by Occupation

Occupation	2001	2002	2003	2004	2005
Admin Support	9.1%	8.2%	9.7%	6.1%	7.2%
Info Tech	7.8%	6.0%	6.0%	3.7%	7.6%
Misc Admin	7.6%	7.6%	6.6%	6.3%	8.0%
Education	9.6%	13.2%	9.3%	9.1%	5.6%
Engineering	5.3%	3.6%	4.7%	6.6%	9.2%
Medical/Health	9.1%	10.7%	13.6%	10.5%	12.7%
Social Services	11.6%	9.9%	10.1%	9.7%	11.9%
Public Safety	10.2%	7.3%	8.3%	8.0%	7.8%
Natl Res/Agric	5.3%	2.5%	4.3%	6.3%	5.1%
Custodial & Food Svc	12.4%	6.6%	20.7%	10.7%	17.4%
Labor/Trades	6.5%	5.2%	6.0%	4.8%	7.4%

Turnover Update

Turnover Rate by Years of Service

Yrs	2003	2004	2005
Less than 1	7.7%	22.3%	27.0%
1 - 1.9	27.1%	4.7%	21.7%
2 - 2.9	14.2%	14.3%	17.7%
3 - 3.9	14.2%	8.8%	13.0%
4 - 4.9	11.8%	10.6%	10.8%
Less than 5 yrs	14.6%	12.1%	13.1%
5 - 9.9	7.5%	5.3%	6.8%
10 - 14.9	5.2%	4.6%	5.3%
15 - 19.9	5.1%	5.1%	3.7%
20 - 29.9	5.0%	3.8%	4.3%
30 - 39.9	14.6%	8.6%	10.4%
Over 40	26.0%	26.9%	20.4%

CSCA 10-State Health Premiums

State	Estimated Total SINGLE Premium	Single Premium Split				Estimated Total FAMILY Premium	Family Premium Split			
		Employer Portion		Employee Portion			Employer Portion		Employee Portion	
CO	\$274 - \$296	67%	\$190 - \$190	33%	\$84 - \$106	\$718 - \$851	59%	\$460 - \$460	41%	\$258 - \$391
IA	\$311 - \$472	100%	\$311 - \$472	0%	\$0 - \$0	\$747 - \$1,104	88%	\$747 - \$881	12%	\$0 - \$223
KS	\$349 - \$400	87%	\$324 - \$324	13%	\$25 - \$76	\$977 - \$1,121	52%	\$541 - \$541	48%	\$436 - \$580
MN	\$369 - \$369	100%	\$369 - \$369	0%	\$0	\$1,084 - \$1,084	90%	\$977 - \$977	10%	\$107 - \$107
MO	\$362 - \$474	91%	\$338 - \$424	9%	\$24 - \$50	\$1,090 - \$1,431	79%	\$863 - \$1,127	21%	\$227 - \$304
MT	\$377 - \$425	100%	\$377 - \$425	0%	\$0 - \$0	\$564 - \$625	77%	\$460 - \$460	23%	\$104 - \$165
NE	\$285 - \$334	79%	\$225 - \$264	21%	\$60 - \$70	\$1,011 - \$1,185	79%	\$799 - \$936	21%	\$212 - \$249
OK	\$314 - \$510	94%	\$314 - \$459	6%	\$0 - \$51	\$1,015 \$1,281	83%	\$953 - \$953	17%	\$62 - \$328
SD	\$415 - \$415	100%	\$415 - \$415	0%	- \$0	\$632 - \$713	62%	\$415 - \$415	38%	\$217 - \$298
WY	\$400 - \$400	93%	\$372 - \$372	7%	\$28 - \$28	\$925 - \$925	90%	\$828 - \$828	10%	\$97 - \$97
Avg	\$346 - \$410	91%	\$324 - \$371	9%	\$28 - \$38	\$876 - \$1,032	76%	\$704 - \$758	24%	\$172 - \$274
ND *	\$261	100%	\$261	0%	\$0	\$643	100%	\$643	0%	\$0

* ND family and single premium breakdowns provided by NDPERS, state premiums are budgeted and paid at \$554 per contract regardless of single or family coverage.

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